

## Leadership Internship Program

1. **Purpose:** The Washington State Educational Leadership Intern Program funds public school districts for the partial release time of district employees participating in an administrative (principal, superintendent and program director) intern programs with an appropriate mentor. The program is designed to provide interns with rigorous, authentic and quality training experiences. This program, aligned with the goals of education reform and school improvement provides leadership training and essential skills to administrators with the outcome of greater student achievement.
  
2. **Description of services provided:** The Washington School Principals' Education Foundation (through AWSP) by contract with OSPI operationally administers the Leadership Internship Program for superintendents, principals, and program administrators. Services include:
  - a. Develop Leadership Internship Program application materials and program materials (under the Superintendent's direction and agency letterhead).
  - b. Develop and keep current the Intern Program database, which includes information such as the participant's name, address, school, district, grade level, region, gender, program completion date, training participation, placement, etc.
  - c. Process Leadership Internship Program applications, prepare preliminary data for advisory committee, select and secure meeting sites, and organize and facilitate the candidate selection process.
  - d. Prepare and distribute acceptance and rejection notices to applicants.
  - e. Provide the Superintendent's designee with a breakdown of the applicants upon request. Breakdown shall include information such as the number of applications received, the number funded, etc.
  - f. Collaborate/partner with other organizations and advisory committees such as the Association of Washington School Principals, Washington Council of Educational Administration Programs, Washington Association of School Administrators, and school districts to define required training/workshops/conference activities.
  - g. Organize, implement, and notify participants of the training activities.
  - h. Provide information to the Superintendent's designee regarding trainings, workshops, and conference activities upon request.
  - i. Develop and conduct workshops for program participants.
  - j. Organize and maintain all data related to principal interns, including demographic data, level in which internship shall be completed, and job placement data at end of internship year.
  - k. Communicate regularly with interns on professional issues, meetings, in-service, publications, and other training opportunities.
  - l. Recommend adjustments to The Washington State Educational Leadership Intern Program Grants when needed.
  - m. Enhanced four- (4-) day cohort-based series of learning and support for all interns across the state. This professional learning will help interns in a variety of ways including providing training on the following topics:

- i. Keys to a Successful Internship and Pitfalls to Avoid
  - ii. ASB and PTA Finance
  - iii. Student Privacy and Procedural Rights
  - iv. FERPA and Confidentiality
  - v. Employee Discipline
  - vi. Maintaining Professional Boundaries: Risks and Rewards of Social Media
  - vii. Search & Seizure, School Liability & Incident Reporting
  - viii. AWSP Leadership Paradigms
  - ix. Avoiding Leadership Burnout: Managing the Workload
  - x. Leadership Essentials: Values, Beliefs and Behavior
  - xi. The Interview Process
  - xii. Using software applications for management and oversight of professional learning, streamline training offerings, and delivery methods of instruction
- n. Other duties as mutually agreed upon between Contractor and Superintendent.

3. **Criteria for receiving services and/or grants:** Schools must assure that a) The candidate shall be enrolled in a Professional Educator Standards Board-approved school principal preparation program; b) The candidate shall apply in writing to his or her local school district; (c) Each school district shall determine which applicants meet its criteria for participation in the principal internship support program. When submitting the names of applicants, the school district shall identify a mentor principal for each principal intern applicant.

4. **Beneficiaries in 2017-18 School Year:**

Total number of intern applicants	292; 216 Funded, 76 Non-funded
Total number of School Districts	61
Total number of Schools served	296
Total number of Students served	
Other:	

**Total number of OSPI staff associated with this funding (FTEs):** 0.0

**Total number of contractors/other staff associated with this funding:** 1

<b>FY 18 Funding:</b>	State Appropriation:	\$477,000
	Federal Appropriation:	\$0.0
	Other fund sources:	\$0.0
	<b>TOTAL (FY18)</b>	<b>\$477,000</b>

5. **Are federal or other funds contingent on state funding? If yes, explain.** No

6. **State funding history:**

<b>Fiscal Year</b>	<b>Amount Funded</b>	<b>Actual Expenditures</b>
<b>FY18</b>	\$477,000	\$446,767
<b>FY17</b>	\$477,000	\$449,627
<b>FY16</b>	\$477,000	\$471,294
<b>FY15</b>	\$477,000	\$425,011
<b>FY14</b>	\$477,000	\$474,319
<b>FY13</b>	\$477,000	\$429,967
<b>FY12</b>	\$477,000	\$475,890
<b>FY11</b>	\$530,000	\$265,000
<b>FY10</b>	\$530,000	\$530,000
<b>FY09</b>	\$705,000	\$620,508

7. **Number of beneficiaries (History):**

<b>Fiscal Year</b>	<b># Funded Interns</b>	<b>Funded Release Days</b>
<b>FY18</b>	215	20
<b>FY17</b>	216	20
<b>FY16</b>	227	20
<b>FY15</b>	196	20
<b>FY14</b>	201	20
<b>FY13</b>	187	22
<b>FY12</b>	121	32
<b>FY11</b>	192	23
<b>FY10</b>	207	22
<b>FY09</b>	190	34.5
<b>FY08</b>	248	26.5
<b>FY07</b>	260	25
<b>FY06</b>	227	30
<b>FY05</b>	224	29.5

8. **Programmatic changes since inception (if any):**

This past year the program and contract was amended to provide needed operational support due to legislative changes and principal responsibilities. Below identifies an enhanced four-day cohort-based series of learning and support for all interns across the state. This professional learning will help interns in a variety of ways including providing training on the following topics:

- i. Keys to a Successful Internship and Pitfalls to Avoid
- ii. ASB and PTA Finance
- iii. Student Privacy and Procedural Rights
- iv. FERPA and Confidentiality
- v. Employee Discipline
- vi. Maintaining Professional Boundaries: Risks and Rewards of Social Media
- vii. Search & Seizure, School Liability & Incident Reporting

- viii. AWSP Leadership Paradigms
  - ix. Avoiding Leadership Burnout: Managing the Workload
  - x. Leadership Essentials: Values, Beliefs and Behavior
  - xi. The Interview Process
  - xii. Using software applications for management and oversight of professional learning, streamline training offerings, and delivery methods of instruction

9. **Evaluations of program/major findings:** Participant evaluations are completed annually and reviewed by the Intern Grant Advisory Committee. This information, combined with feedback from the Washington Council of Educational Administration Programs (WCEAP), is utilized in making adjustments and improvements to the program.

10. **Major challenges faced by the program:**

The appropriation has continued to be inadequate to support programmatic needs and accomplish the goals and intent of the program.

**NOTES:**

The amount of funding for each grant recipient is \$2,140. This amount is based on a suggested 20 release days at a rate of \$107/day (or the district's actual daily replacement cost if less than \$107). The \$107 is the daily substitute amount funded by the Legislature and may not actually cover the district's substitute cost. When this occurs, school districts are asked to pay the difference between \$107 and their actual substitute cost.

Cost Detail	Cost
Daily Substitute Amount Based on Legislature	\$107.00
Districts' Range	\$100.00-\$265.80
Mean Average	\$143.36
Median Average	\$138.00
Mode	\$125.00

Current funding levels allow for awards of 20 days release time to selected interns each year at a funding level of \$107 per day. This allocation covers actual substitute costs in only four of eighty-eight districts from which interns applied for the 2015-2016 school year. The average daily release cost reported by these districts in March 2015, was \$143, with actual costs reported in excess of \$200 a day. While in some cases local districts make up this difference with local funds ensuring interns receive 20 days release time, this is not always the case; in districts with higher substitute costs interns may only receive release days until the money runs out, sometimes at 10 – 12 actual release days.

Since 2008 Washington State has seen the attrition rate increase by 4%. This program is vital to the recruitment, support and training of the future leaders of our schools. A further reduction in funding would make it extremely challenging for interns to transition into first-

year principals as effective leaders. An increase is actually necessary to ensure interns receive support at the intended 20-day level, let alone the 45-day level prescribed in the original legislation. The most current data shows that 2014-15 end of school year count of principals/vice principals was the highest since before 2002.

A statewide challenge affecting both principals and teachers is the growing issue of educator attrition and shortages. With the problem of filling positions and school staffing needs, districts are needing the assistance and resources to not only recruit teachers but to bolster the pool of eligible administrators and this program is essential to the recruitment, training, and support to interested teachers and districts in need of highly qualified principals. Increased and continuing support of resources will provide avenues to face these challenges.

11. **Future opportunities:**

This program has been and continues to be essential to the preparation of qualified, effective principals. The program will need continued and appropriate funding. The state principal workforce continues to experience those eligible for retirement. The Leadership Internship Program encourages and supports new candidates to replace the increasing retirement cohort. With the positive direction the state is moving in providing all students with effective, highly qualified educators.

New Language to support the program

- a. Enhanced four-day cohort-based series of learning and support for all interns across the state. This professional learning will help interns in a variety of ways including providing training on the following topics:
  - i. Keys to a Successful Internship and Pitfalls to Avoid
  - ii. ASB and PTA Finance
  - iii. Student Privacy and Procedural Rights
  - iv. FERPA and Confidentiality
  - v. Employee Discipline
  - vi. Maintaining Professional Boundaries: Risks and Rewards of Social Media
  - vii. Search & Seizure, School Liability & Incident Reporting
  - viii. AWSP Leadership Paradigms
  - ix. Avoiding Leadership Burnout: Managing the Workload
  - x. Leadership Essentials: Values, Beliefs and Behavior
  - xi. The Interview Process
  - xii. Using software applications for management and oversight of professional learning, streamline training offerings, and delivery methods of instruction

12. **Statutory and/or Budget language:**

**Budget Proviso: SSB 5883** Section 513(5) - \$477,000 of the general fund--state appropriation for fiscal year 2018 and \$477,000 of the general fund--state appropriation for fiscal year 2019 are provided solely for the leadership internship program for superintendents, principals, and program administrators.

13. **Other relevant information:**
14. **List of schools/districts receiving assistance:** See OSPI [website](#).
15. **Program Contact Information:**  
David Kinnunen, Director Professional Certification, OSPI  
[David.kinnunen@k12.wa.us](mailto:David.kinnunen@k12.wa.us)  
(360) 725-6406